Performance Management Program

Prepared By
Development and Training
Human Resources Branch

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Manitoba
Natural Resources

MG-335

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I. INTRODUCTION

A. OVERVIEW

Management philosophy of the Department of Natural Resources and the Government of Manitoba recognizes people as its most valuable resource. So it is essential that this resource is managed effectively and with respect for the individual. Government is committed to giving employees an opportunity to develop their potential and to encouraging employees to make use of their abilities. In January 1987, Cabinet approved a General Performance Management Policy which provides a framework for supervisors[1] at all levels to address this philosophy.

The performance management pclicy is based on a hierarchial process. In the process, an individual's responsibilities relate to the objectives of the unit; the unit objectives relate to the Branch objectives; and the Branch objectives relate to the Department's roles and mission statement.

The process focuses on pre-established standards of performance for mutually-agreed upon responsibilities. These standards are used in the performance appraisal to measure results achieved, help establish a development plan and set specific objectives for the next review period.

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[1] *Supervisor, in this report, includes anyone to whom staff report. Within the Department it could include Chiefs, NROs , Managers, Section Head. etc.*

B. OBJECTIVES OF PERFORMANCE MANAGEMENT

Primary Objectives

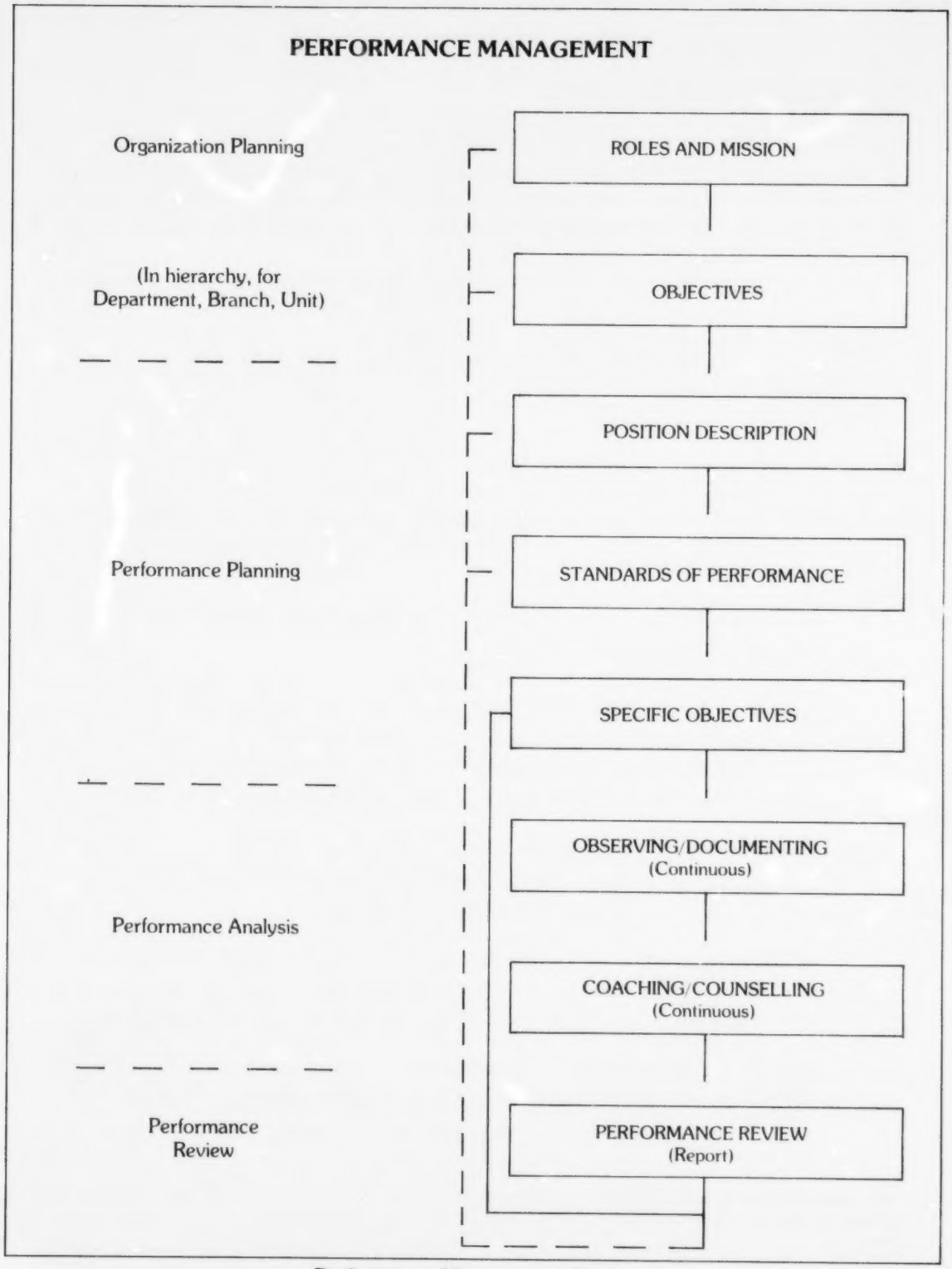
- To provide a formal system to help the individual progressively become a more effective employee.
- To provide a valid description of performance as a basis for human resources management.

Sub-objectives

- To identify assignments to be accomplished during the next period.
- To provide an objective system for identifying outstanding performance.
- To provide information for effective manpower planning.
- To provide an objective system for identifying unsatisfactory performance.
- To verify or modify Position Description to ensure it reflects job responsibilities.
- To provide for general growth and development of employees.

C. POLICY

1. All supervisors who have staff reporting directly to them shall have included in their position description responsibility for managing performance of that staff.
2. A performance review and written report shall be completed at least once every twelve months according to minimum requirements described in this program.
3. Performance management shall apply to all permanent staff, all term staff unless specifically excluded and departmental employees as identified within each Branch. Additional requirements apply to newly appointed staff on probation.
4. Orientation and specialized training shall be provided to all new employees and staff recently promoted into supervisory positions.
5. Branches shall establish a committee or use an existing mechanism to deal with issues that go beyond the one-on-one relationship between supervisor and employee, e.g. development through experience as a result of rotation or action to deal with unacceptable or outstanding performance.



Performance Management Cycle
Figure 1

II. PERFORMANCE MANAGEMENT CYCLE

(See Figure 1)

A. ORGANIZATION PLANNING

The foundation of effective performance management is an organization plan.[2] The plan clearly describes the organization's purpose and the role, relationship and accountability of each operating unit in the organization. It also communicates to staff the organization's objectives and operational plans.

Organizational planning in Natural Resources is quite well established. The Department's roles and mission have been defined. Branch objectives are set annually through the budget process, with some branches having developed one year and five year plans. Supervisors are encouraged to use this existing Department and Branch material as the framework for performance planning for each unit.

B. PERFORMANCE PLANNING

In performance planning the process for performance management moves from the organization to the individual. Quality and quantity of work expected from employees is described in relation to objectives of the unit. Performance planning contains the following three components:

1. **Position Description**

   The position description describes essential parts of a position and states major functions to be done, supervision exercised and received and qualifications required. Position descriptions remain relatively constant but must be reviewed annually and modified as necessary. Within the Manitoba Civil Service, position description is also used to ensure equity for classification of positions.

2. **Standards of Performance**

   Standards of performance are statements of conditions that will exist when the individual fulfills the functions of his/her position.

   A standard is prepared for each of the position responsibilities in the position description. Each standard clearly states what performance is expected of an employee and what criteria will be used to evaluate that performance.

   Standards of performance are relatively constant, but may be modified when new technology or other changes alter the work environment.

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[2] **The Management Practices Guide**, *Department of Finance, 1987 provides an excellent overview of principles. Each Branch has a copy.*

3. Specific Objectives

In most cases, the objectives stated as standards of performance give enough information to complete the performance plan. Occasionally, however, more precise standards or specific objectives, need to be written. For instance, the specific objectives may break down what is to be accomplished by the individual in a certain time period, in a certain location, or as a part of his/her major job function. Specific objectives may also include "personal objectives" not directly relevant to an individual's position, but identified by the employee for his/her growth.

C. PERFORMANCE ANALYSIS

This is an on-going process of monitoring, feedback, coaching, counselling and documentation. It is most effectively achieved through continuous open dialogue between the supervisor and employee which centres on progress toward meeting the mutually-developed specific objectives, clarification, support, assistance, corrective action and coaching. The supervisor should record content of on-going discussion stating things done well, things needing improvement, action recommended, action followed, etc. These notes, together with objectives and standards are used as the basis for the performance review.

D. THE PERFORMANCE REVIEW

The performance review provides a forum for open two-way communication between the supervisor and the employee. It generally serves as a bridge in the performance management system concluding one cycle and beginning the next. It focuses on performance during the preceding period, new specific objectives for the next period and development of the employee.

Minimum requirement for a performance review is once every twelve months.[3] Effective performance management can be enhanced through more frequent, less formal reviews, but this remains at the option of the supervisor.

The performance review should focus on three main topics:

1. Discussion of results achieved relative to expectations and, as stated in position description, performance standards and specific objectives.
2. A plan for development of the employee.
3. Review of position description, position responsibilities and standards and development of new specific objectives for the next period.

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[3] *The period for which the performance appraisal is conducted is referred to as the "Review Period" in subsequent discussion in this report.*

E. THE PERFORMANCE REVIEW REPORT

1. Procedures for Writing and Processing the Report

The report is **"confidential"**. This confidentiality must be maintained in the way the report is prepared, typed, mailed and generally processed.

a) The supervisor prepares the report based on discussion with the employee, signs it and sends it to his/her immediate supervisor, referred to as the reviewing officer.

b) The reviewing officer reviews the report to ensure it is objectively completed; to ensure objectives are realistic; to mediate disputes between the employee and supervisor; to ensure development plans are appropriate; and to follow up on recommendations. Comments are added as appropriate. The reviewing officer signs the report and sends it back to the supervisor.

c) The supervisor sends the report to the employee who reviews it, adds comments, signs it and sends it back to his/her supervisor.

d) The supervisor sends the report to the Branch Director, who reviews it, signs it and sends it to the Human Resources Branch (the Branch Director may delegate the review and signing to others in the Branch).

e) The Human Resources Branch reviews content and follows up as required. A copy of the development page is forwarded to Development and Training section for follow up. Copies of the report are sent to the supervisor and employee. The original report is filed in the Departmental personnel file.

f) Copies received by the supervisor and employee are for their use during the year. They should not be filed in Branch files unless they are locked and only authorized staff have access to them.

2. Content of Performance Review Report

The written report deals with three main topics as follows:

a) **Performance Appraisal**

The report contains a summary of discussion based upon each of the specific objectives and standards set at the beginning of the review period (the last performance review). It includes results actually achieved, factors affecting performance and ways to improve performance. The latter is expanded in the development and training plan. Discussion on each objective is summarized in an overall performance evaluation statement.

b) **Development**

The Development section describes a plan for growth and development of the employee to help improve performance and to progress careerwise within or outside the organization. The plan should have direct relevance to discussion in "a" complemented by the employee's personal goals. It should include programs, courses, workshops, dates, costs, locations, etc. and may also include activities to be undertaken jointly by the supervisor and employee, e.g. rotation, coaching, increased responsibility, special assignments, etc. The plan should identify who is responsible for initiating action.

c) **Specific Objectives for Next Period**

This is a list of specific objectives to be achieved during the next review period.

F. PERFORMANCE REVIEW TIME SEQUENCE

a) **Performance Review**

To provide continuity of process, the performance review should be conducted shortly after objectives for the Branch are established. This will facilitate development of individual specific objectives for the next period consistent with Branch objectives based upon the fiscal year. A deadline of April 30th for review of performance for the previous year and development of specific objectives for the next period is most appropriate. In Natural Resources, however, this is an extremely busy period for some Branches and to impose a deadline for performance reviews at this time may be unreasonable. For this reason each Branch may select a deadline most convenient to it, report this deadline to Human Resources Branch and administer accordingly.

b) **Increments**

Increments are awarded on an employee's anniversary date based upon satisfactory performance during the previous year. With the performance review to be completed by April 30th or other date as established by the Branch, recommendations for the increment will be an item separate from the performance review and reported on a different form. When the recommendation for the increment follows within six months of the performance review, the recommendation can be made on the basis of that review. Otherwise another review of performance should be conducted to ensure the correct recommendation for an increment is made.

G. FORMS AND DOCUMENTATION (samples in the Appendix):

1. **Position Description**
   An updated position description must be attached to the performance review report and sent to the Human Resources Branch whenever it has been revised.

2. **Position Responsibilities and Performance Standards**
   This form relates directly to responsibilities identified in the position description and provides for performance standards expected. It should be modified if necessary at the time of the performance review by the supervisor and employee and subsequently by the supervisor's supervisor. It does not have to be submitted to the Human Resources Branch.

3. **Specific Objectives**
   This form sets out specific and personal objectives to be achieved during the next evaluation period. It is jointly developed by the supervisor and employee and reviewed by the supervisor's supervisor. It does not have to be submitted to the Human Resources Branch.

4. **Performance Review Report**
   This report must be completed and submitted to the Human Resources Branch. Use of pre-printed forms provides a standardized format for recording information and is particularly useful to supervisors with limited experience in conducting and writing Performance Review Reports. Supervisors experienced in conducting performance reviews and in submitting reports have the option of using non-pre-printed paper. Information reported, however, must be consistent with that requested on the form i.e. appraisal of performance, a development plan and specific objectives for the next period.

5. **Merit Increment Recommendation**
   This form is required for all employees not at their maximum and must be submitted to the Human Resources Branch in time for increment salary adjustments which are made on the employee's employment anniversary.

H. MONITORING PROCEDURE

1. **Performance Appraisal**

a) The Branch will establish a deadline by which all performance reviews are to be completed and written reports submitted to Human Resources Branch. Department preferred date is April 30, but the option is given to each Branch to establish a date which complements and sequentially follows organization planning and establishment of objectives for the new fiscal year.

b) **Six weeks prior to the deadline date,** Human Resources Branch will provide Branch Directors with a listing of employees for whom a performance review is required setting out the Branch established deadline.

c) **Three weeks after the deadline**, if review reports are not received, Branch Director receives a memorandum from Director of Human Resources indicating overdue reports.

d) **Two weeks after memorandum notice**, if still no response, Director of Human Resources will discuss with the Assistant Deputy Minister/Executive Director and provide him/her with a list of outstanding reports so that appropriate action may be initiated with delinquent Branch offices.

2. **Merit Increment Recommendation**

a) The Human Resources Branch will forward to Branch Directors a list of employees due for increments setting out dates when recommendation is required (dates will coincide with employees' employment anniversary with sufficient lead time, usually 2 months, to process documentation).

b) **Two weeks prior to deadline**, if Increment Recommendation is not received Branch Director receives a memorandum from Director of Human Resources reminding him/her of deadline date.

c) **One week after deadline date**, if Increment Recommendation is not received, Branch Director receives a memorandum from Director of Human Resources, indicating overdue recommendations.

d) **If there is still no response**, Director of Human Resources will discuss with the Assistant Deputy Minister/Executive Director and provide him/her with a list of outstanding reports so that appropriate action may be initiated with delinquent Branch Officers.

I. SUMMARY OF SUPERVISOR/EMPLOYEE RESPONSIBILITIES

1. Discuss performance for review period. Use **"Position Responsibilities and Performance Standards"**, **"Specific Objectives"** and notes made as a result of ongoing discussion, observing, monitoring and feedback during the review period.

2. Discuss Development plan based on discussion in "1" and personal goals of employee.

3. Review and modify if necessary the Position Description to ensure it is consistent with job responsibilities and the roles and mission statements for Department, Branch and Unit.

4. Review and modify if necessary **Position Responsibilities and Performance Standards**.

5. Develop **Specific Objectives** for next period.

6. Write Performance Review Report and process according to established procedures.

7. ONGOING, THROUGHOUT THE REVIEW PERIOD — continuously observe, monitor, provide feedback, coach, counsel, document.

8. For staff not at maximum salary, provide Merit Increment Recommendation on employment anniversary date of the employee.

III. CONCLUSION

The concept of performance management in Natural Resources is quite well-established, but refinement can make application more effective. It is hoped that by following a structured framework all supervisors will, over time, move toward adopting all basic steps of a performance management program and that individuals will progressively become more effective employees and be given enhanced opportunity for career development.

A word of caution: Supervisors must guard against development of a paper mill. The purpose of performance management is to foster accountability in achievement of results. Supervisors are accountable for performance of staff reporting to them, for improving that performance and for development of staff. For those requiring assistance, Figure 2 lists workshops that deal with specific topics.

Performance Management Topics	Workshops Available
ROLES AND MISSION	Effective Performance Management
OBJECTIVES	Objective Setting Workshop
POSITION DESCRIPTION	Writing Position Descriptions Recruitment and Selection (related) Interviewing Skills (related)
STANDARDS OF PERFORMANCE	Setting Performance Standards
SPECIFIC OBJECTIVES	Objective Setting Workshop
OBSERVING/DOCUMENTING	Observing and Documenting Performance Analyzing Performance Problems Dealing with Employee Health and Related Problems
COACHING/COUNSELLING	Coaching and Counselling
PERFORMANCE REVIEW (Report)	Conducting the Performance Review

Performance Management Workshops
Figure 2

APPENDICES

Date

POSITION DESCRIPTION

Manitoba
Civil Service
Commission

1. IDENTIFYING INFORMATION

Department:

Branch/Division:

Staff Year No.:

Present Classification of Position:

Working Title:

Incumbent's Name:

Supervisor's Name:

Supervisor's Staff Year No.:

Supervisor's Title:

2. POSITION SUMMARY

Summarize the overall purpose of the position. (This should be a one or two sentence capsule of the position's primary purpose or reason for being.)

3. POSITION DUTIES AND RESPONSIBILITIES

List in order of importance the major responsibilities of the position. (For each responsibility describe **what** is done, **why** it is done and **how** it is done. Attach an additional sheet if required.)	**State Magnitude** (% of time, frequency of occurrence, size, etc.)

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POSITION DUTIES AND RESPONSIBILITIES (continued)

4. SUPERVISORY RESPONSIBILITIES

Identify the supervisory responsibilities of the position (if any) by putting an X in the appropriate boxes.

No. of people directly supervised. _____

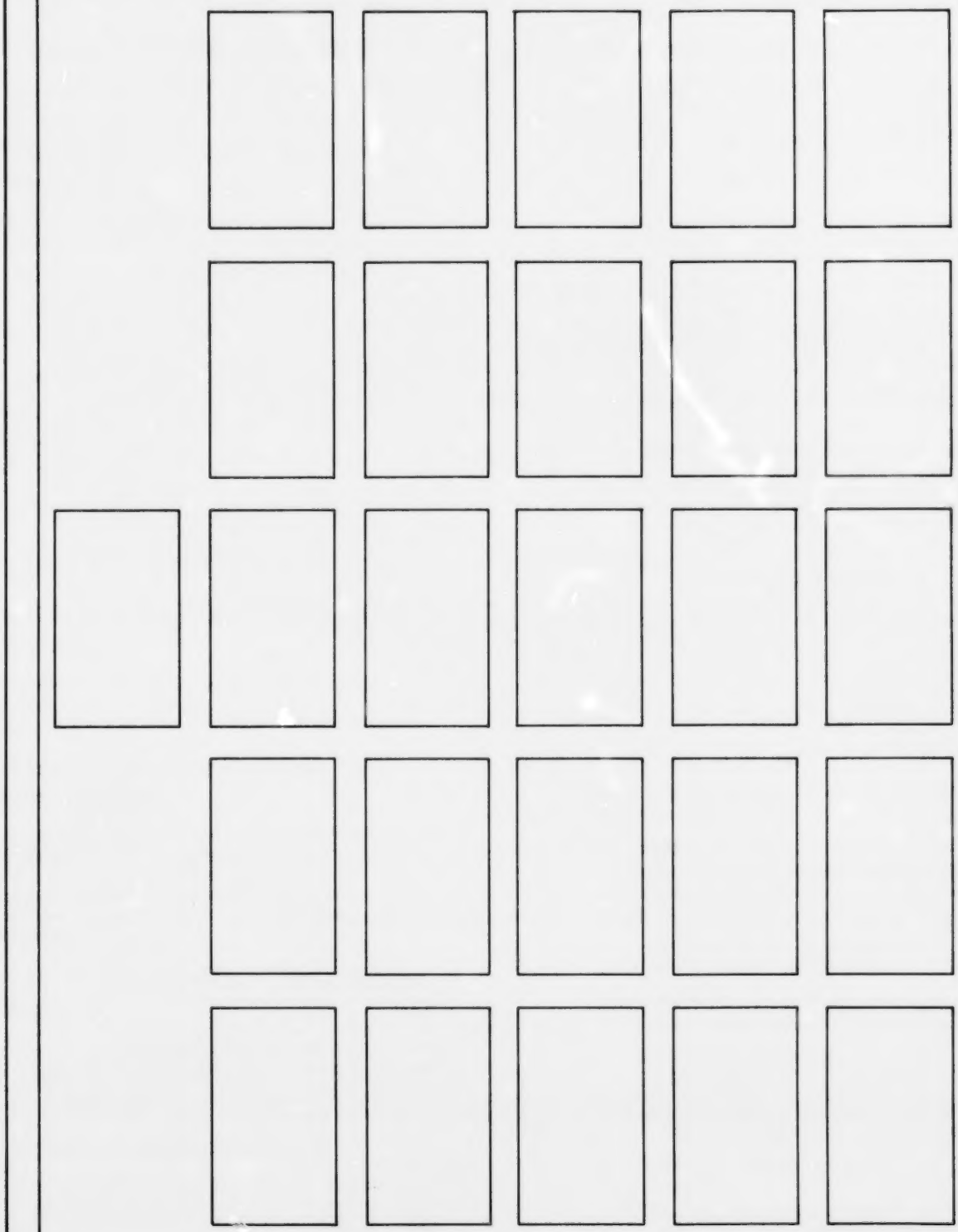
- ☐ no supervisory responsibilities
- ☐ show employees how to do tasks
- ☐ give advice and guidance on work procedures
- ☐ establish work priorities and schedules
- ☐ allocate staff to meet short-term fluctuations in work
- ☐ allocate staff to meet long-term work requirements
- ☐ assign work to ensure continuity of work flow
- ☐ establish quality and quantity standards
- ☐ ensure quality and quantity standards are met
- ☐ discuss employees' work performance with subordinate supervisors
- ☐ discuss work performance of subordinates with my supervisor
- ☐ formally appraise employees' performance and discuss appraisal with them
- ☐ recommend disciplinary action to my superiors
- ☐ formally recommend disciplinary action
- ☐ formally recommend changes in in number and class of positions
- ☐ interview employees with attendance or performance problems
- ☐ give an opinion to my supervisor in selection of new employees
- ☐ interview candidates for vacant positions in the unit
- ☐ select candidates for vacant positions in the unit
- ☐ other (specify) _____

5. SUPERVISION RECEIVED

What kind of supervision, instruction or direction does the incumbent receive?

6. ORGANIZATIONAL RELATIONSHIPS

Indicate in the organization chart below the structure of the unit or branch in which the position functions. Include staff year number and classification of all positions. (Please indicate employee classification if it differs from the position classification.)



7. SCOPE FOR INDEPENDENT ACTION

What matters must the incumbent refer to the immediate supervisor?

What decisions can be made on own initiative?

8. MACHINES AND EQUIPMENT

List major tools, equipment or machines used in the work, and the percentage of time spent using them.

_____ % _____ %

_____ % _____ %

_____ % _____ %

9. OTHER COMMENTS

Provide any additional information which would be useful in obtaining a proper appreciation of the scope and complexity of the job.

10. CERTIFICATIONS

I have read the foregoing and understand it is a description of the duties assigned to my position.

_____ _____

Employee's Signature Date

I certify that this is an accurate description of the responsibilities required of the position and that it forms the basis for the position classification level and the performance appraisal of the incumbent. The incumbent has received a copy of this position description.

_____ _____

Supervisor's Signature Date

POSITION DESCRIPTION GUIDE

What Is A Position Description?

A position description is a written factual description of a job and the demands made on its incumbent.

Why Is A Position Description Necessary?

A good position description is the foundation of the job. It is primarily a management tool used to:

a) clarify what the incumbent is paid to accomplish;

b) serve as a basis of agreement between the incumbent and the manager about areas of responsibility;

c) serve as a means of communication for objective setting, improved work planning, and for performance appraisal.

The position description also plays an important role in the following activities:

recruitment
classification
training and development
wage and salary administration
manpower planning
counselling

When Is A Position Description Written?

Position descriptions are prepared when a new position is created or when the duties, responsibilities or organizational relationships of an existing position change significantly.

Who Writes The Position Description?

Generally speaking, the position description should be written by the person who knows the job best. Normally this could be the incumbent in conjunction with the manager. However, it may be necessary in certain circumstances to have the manager or the personnel specialist prepare the position description.

How Is The Position Description Written?

For many people, the thought of having to write a position description is not a pleasant one. However, there's nothing terribly complicated about a position description, if we look at it in its simplest terms.

1. Identifying Information

This section provides basic data about the position which enables it to be identified and distinguished from other positions in the civil service, department, etc.

The identifying information is filled in, and the position description is dated.

2. Position Summary

This is a brief and very broad statement which provides insight into the reason for the position's existence or for its establishment. It describes why the job exists in the first place, and what role it plays in the overall scheme of things.

e.g. **Auditor**
to examine and audit the books and records of government departments, agencies and Crown corporations.

Administrative Secretary
to provide secretarial and administrative services to 6 professional officers in the branch.

It may be useful to draft this section first and return to polish it up after completing the remainder of the position description.

3. Position Duties and Responsibilities

This is the most important section of the position description. It is a point-by-point outline of the main areas of activity for which the incumbent is responsible and describes the various things a person in the job is supposed to do.

Before starting to write, spend a little time thinking about the job and organizing the facts to be presented. Start with the most important responsibility and state clearly and concisely the **what, how** and **why** of it. Sometimes the **why** and occasionally the **how** is self-evident. To the right of the responsibility state its magnitude in whatever terms is most appropriate. Magnitude may require percentage of time, frequency of occurrence, consequence of error, impact, etc.

Repeat this process for each area of responsibility in descending order of priority.

e.g. **Auditor**

provides on the job training and supervision of subordinate auditors by:	10 subordinates 50% of the time
—reviewing work for completeness, accuracy, clarity and adequacy;	
—ensuring knowledge of and adherence to legislative or other authorities.	

Administrative Secretary

performs duties by:	
—typing documents from hand-written copy or dictaphone;	60% of the time
—revising documents on a word processor;	
—photocopying and mail delivery.	

4. Supervisory Responsibilities

This section provides clarification of the relationship of the incumbent with other positions in the department by describing the type of supervision exercised over other employees.

Simply complete by ticking appropriate boxes.

5. Supervision Received

This is a brief description of the incumbent's freedom to act in terms of limitations or restrictions placed upon the employee by the supervisor.

Simply describe the kind of control exercised from above.

6. Organizational Relationships

The purpose of the organization chart is to identify how the position fits into the overall picture and to provide a mental image of the context in which the position functions. The chart should provide at least two organizational levels above the position and all positions supervised either directly or indirectly. Each box should contain position number, working title and current classification level.

7. Scope for Independent Action

The information provided here is an important indicator of the level of decision making and independence exercised. Describe rules, regulations, manuals, and guidelines which control the making of decisions or judgements. This should give a good indication of the level of work performed. Use of examples may provide clarity.

8. Machines and Equipment

List any equipment or machine used in carrying out the job. Include enough information about the equipment so that the nature of work is made clear. Brand name, model, size, etc. may be helpful.

9. Other Comments

Record any additional information which would be helpful in giving a true picture of the nature of the job. This may include unusual physical/mental demands, work pressures, abnormal work environment, internal/external contacts, etc.

10. Certifications

Obtain all required signatures. These signatures verify the accuracy and completeness of the description. The signatures should always appear on the form and except for vacant positions, their omission will usually result in the return of the position description to the originating department.

Position Responsibilities and Performance Standards

(Item "C" of Performance Review Report)

Manitoba
Natural Resources

Job Title _____ Incumbent _____ Date _____

Position Responsibilities (from Item 3. of Position Description)	Performance Standards

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Specific Objectives

(Item "C" of Performance Review Report)

Manitoba
Natural Resources

Job Title _____ Incumbent _____ Date _____

Specific Objectives for Period From _____ To _____

Objective Number	Objective Description

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Performance Review Report

(Confidential)

Manitoba
Natural Resources

1. IDENTIFYING INFORMATION

Name:

Position No.

Employee Classification:

Time in Present Classification:

This Review Period

Regular Report _____

From _____ To _____

Probation Report _____

2. DISCUSSION ON PERFORMANCE DURING EVALUATION PERIOD

Record main content of discussion for **each** of the position responsibilities in terms of how well standards were met, special achievements, strengths, factors which affected performance, action that could be taken to improve each, etc. (use additional paper if necessary).

2. DISCUSSION ON PERFORMANCE DURING EVALUATION PERIOD (Continued)

OVERALL PERFORMANCE RATING

Performance is:

Unsatisfactory ☐ Moving toward and expected to be successful within a reasonable time. ☐ Successful ☐ Outstanding ☐

3. DEVELOPMENT (This section will be duplicated and submitted to Manager, Development and Training.)

NAME _____ BRANCH _____ PHONE NO.: _____

Describe a development plan for the employee. Identify specific education, training and experience for the employee to be more effective on the job and/or lead to career enhancement. Identify action that will be undertaken jointly between the supervisor and employee in terms of such things as special assignments, job rotation, coaching, etc. State who will initiate action. Use additional paper if necessary. Where possible development and training objectives should be stated in measurable terms to enable evaluation during the next review period.

4. SPECIFIC OBJECTIVES FOR THE NEXT REVIEW PERIOD

1. Review Position Description to ensure it reflects responsibilities of the position to meet objectives of the unit (Position Description Form).
2. Review Position Description Responsibilities and Performance Standards and revise if necessary (Position Responsibilities and Performance Standards Form).
3. Develop specific objectives for the next period (Specific Objectives Form).

5. CERTIFICATION

1. Supervisor's Comments:

Signature of Supervisor _____ Date _____

Recommend reference to Branch Committee (Yes/No). If Yes, state why recommendation is made:

2. Comments of Reviewing Officer (Supervisor's Supervisor):

Signature of Reviewing Officer _____ Date _____

Recommend reference to Branch Committee (Yes/No). If Yes, state why recommendation is made:

3. Employee's Comments:

Signature of Employee _____ Date _____

Recommend reference to Branch Committee (Yes/No). If Yes, state why recommendation is made:

4.

Signature of Branch Director or Designate (Optional as per Branch Policy) _____ Date _____

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Performance Review Report Guide

(For use by Supervisor)

Manitoba
Natural Resources

What is a Performance Review Report?

A Performance Review Report is a written summary of discussions between the supervisor and employee during the performance review.

What forms are to be completed as part of the Performance Review Report?

a) The Performance Review Report;
b) Position Description;
c) Position Responsibilities and Performance Standards, if modified from previous one on file;
d) Specific Objectives.

What material is required for the Review discussion?

The employee and supervisor should have Roles and Mission Statement, the most recent Position Description, Position Responsibilities and Performance Standards, Specific Objectives for the review period and the last Performance Review Report. The Supervisor should have notes made during review period.

Who completes the forms?

The supervisor completes the forms based upon discussion and notes taken during the review. Procedures for review and signatures are as follows:

a) Supervisor writes report;
b) Reviewing officer reviews, comments and signs report;
c) Employee reviews, comments and signs report;
d) Branch Director reviews, comments and signs report;
e) Human Resources Branch reviews report;
f) The report is used as a working document by the supervisor and employee during the next period.

When is the report written?

The report is written immediately following the performance review discussion. A subtle point is that the performance review discussion is not a form completion session, but rather open and frank dialogue on performance. The subsequent report records important elements of the discussion.

How is the report written?

THE PERFORMANCE REVIEW REPORT:

1. Identifying Information

This section provides basic information for administrative purpose.

2. Discussion of Performance During Evaluation Period.

a) The items for discussion follow the sequence outlined in Position Responsibilities and Performance Standards as well as specific objectives for the period. Each responsibility is discussed individually. Questions to be examined include: How well were standards met? What were special achievements? What strengths did employee display in achieving the responsibility? What factors affected performance? What action could be taken to improve achievement in each responsibility?

b) Based on discussion of items above, indicate an overall rating.

3. Development

This section records discussion on development of the employee and relates to specific items requiring improved performance, general growth and development and career development. It provides a concrete plan for courses, when to be taken, where, who initiates, etc. Complete the name and Branch as this part will be sent, independent of the rest of the report, to the manager for Development and Training.

4. Specific Objectives for the Next Review Period.

This section clearly defines expectations during the next period in terms of what is to be done and what standards are to be met. The following forms are to be reviewed and modified as necessary:

a) *Position Description* — review and modify to ensure it is consistent with position responsibilities and unit's roles and mission.

b) *Position Responsibilities and Performance Standards* — These are modified if the Position Description/ Responsibilities and/or performance standards change.

c) *Specific Objectives* — This form precisely defines objectives for which the incumbent is responsible for the next period. It describes objectives for the position but can also include personal objectives.

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Merit Increment Recommendation

(for employees not at maximum)

Manitoba
Natural Resources

Name _____ Branch _____

Employee Classification _____

Position Number _____

Merit Increment Recommendation

Yes ☐ No ☐

Recommendation is based upon performance review

conducted _____
(date)

Supervisor _____ _____
(signature) (date)

Director _____ _____
(signature) (date)

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